

Exhibit 18

"Where Families Come First and Professionals Come Together"

MINUTES

City of San Diego
Family Justice Center Department (FJC)
Steering Committee Meeting

January 24, 2008

Meeting held at:

Family Justice Center
707 Broadway, Suite 700
San Diego, CA 92101

Mailing address is:

Family Justice Center
707 Broadway, Suite 700
San Diego, CA 92101

ATTENDANCE:

Members Present

Mark Foreman, Chair
Jill Olen

Staff Present

Joel Bryden for
Jeff Carle for
Kimberlee Lagotta for
Gina Rippel for

Members Absent

Bill Lansdowne
Tracy Jarman
Bonnie Dumanis
Michael Aguirre
Anthony Young

For information, contact Thelma Belen-Gonzalez, FJC Executive Secretary
Email: tbelengonzalez@sandiego.gov
619-533-6020

Welcome and Introductions

Mark Foreman, FJC Director, called the meeting into session at 9:10 A.M. He welcomed staff and asked the Steering Committee members to introduce themselves and the department/organization they were representing. He noted the FJC Steering Committee meetings would be held on a quarterly basis.

Mark presented an overview history of the FJC. City Council drafted a Resolution to create the San Diego Family Justice Center, which was a vision of the City Attorney's office. This was in partnership with the City of San Diego Attorney's Office and the City of San Diego Police Department. In 2004, the Resolution allowed for the creation of the FJC Steering Committee.

State of the Family Justice Center

Five of six staff positions have changed within six months. The following is a timeline of events of the 2007 staff transition.

- March 2007 – Previous Client Services Manager resigned
- May 2007 – Previous FJC Director leaves
- May 2007 – Interim Director was filled by a sergeant from the Police Department
- May 2007 – First Clerical Assistant II positioned filled
- July 2007 – Mark Foreman – Director arrives to the FJC
- August 2007 – Thelma Belen-Gonzalez – Executive Secretary
- September 2007 – Julie Becker - Client Services Manager positioned filled
- September 2007 – Second Clerical Assistant II grant positioned filled

Active Programs

Mark provided an update regarding the multi-disciplinary programs available at the FJC, which includes the following:

- Victim Advocacy
 - City Attorney's Office – prosecutes for misdemeanor crimes
 - District Attorney's Office – referral of felony cases
 - Military Liaison
- Legal Services
 - TRO (Temporary Restraining Order) – Center for Community Services
 - Immigration – San Diego Volunteer Lawyers Program
- Forensic Medical Unit
 - Tom Collins, R.N., in charge of the unit on a part-time basis
 - Assess clients of domestic violence
 - Works closely with prosecutors and investigators
- Counseling Services
 - San Diego Deaf Mental Health Services
 - Integrated Mental Health
 - Rady's Children's Hospital – Chadwick Center

- Travelers Aid (bus/trolley tokens)
- Action Network (Human Trafficking)
- Camp Hope (children of domestic violence are referred)
- Elder Abuse
- Archstone
- Verizon Hopeline – Donated 200 phones with 3,000 minutes per year
- UCSD/Veteran's Administration Research – FJC victims self referral (evaluation/MRI)
- Investigative follow-up – Police Department
- Pro-arrest Grant – Office of Violence Against Women
 - Identifies certain batterers
 - Grants with the City of San Diego Police Department, City of San Diego Attorney's office, Center for Community Services, and the Probation Department.
- Teen Court
 - Staff works with children who are first time offenders to stop the development of delinquency.
 - Simulates court process – jurors are their own peers

Renewed Mission and Vision

The original vision of the founders included all aspects of family violence. Mark took over the FJC when it was five years old. He shared his new Mission and Vision and the adverse impacts of violence on children.

- Mission
 - To improve and strengthen the lives of families through early identification of family violence and then provide coordinated wrap-around services through collaboration with community partners in one location.
- Vision
 - The Family Justice Center is dedicated to ensuring that all children in the City of San Diego will grow up without experiencing family violence.
- Why the need for change – FJC is trying to expand to the full spectrum of family violence
 - A video entitled “The Children are Watching” was shown and depicts children experiencing flash backs and how they are negatively affected by violence.

- Adverse childhood experiences influence to adult health status diagram
 - Summarizes a study performed with Kaiser clients. Children experiencing Adverse Childhood experiences have an increase onset of various diseases and early death.
 - Adverse childhood experiences include mother treated violently; recurrent physical abuse; recurrent emotional abuse; sexual abuse; alcohol or drug abuser in households; incarcerated household member; Family member who is emotionally ill; no or one biological parent; and emotional or physical neglect.
 - County of San Diego, Human and Health Services Agency, Child Welfare Services FY 2006 – 2007 Child Abuse Allegation Chart shows that emotional abuse has the greatest impact of 29.2% followed by physical abuse 27.5%, general neglect 26.6%, substantial risk 25.3%, sexual abuse 16.0%, at risk – sibling abused 15.8%, caretaker absence 5.6%, severe neglect 1.5%, and exploitation/other at 0.1.
 - Information taken by the Intake Data from the TAQ Trauma Center – May/June 2000, shows affects of children contribute to complex trauma, which causes psychological, gastro intestinal, affect dysregulation, neurological problems.
- Summary of Longitudinal Study
 - Serious disorders and high comorbidity (affective, anxiety, suicide, risk taking, self mutilation, somatization, dissociation, conduct problems, attention, impulse problem).
- Focus is of Prevention Efforts – What is the driving force in families
 - Target Environment – Situational Prevention
 - Target Drivers of Child Abuse and Neglect
 - Target skills (strength based) needed to function effectively in society including capacity to parent effectively
 - Target Behaviors that are linked to Child Abuse and Neglect – Focus on controlling/reducing risk or harmful behaviors
- Trends Toward
 - Culturally Robust (need translation program) – How does the FJC develop program with this need and is the FJC addressing the needs of the culture besides the individual?
- Spending on Programs Designated to “Change the Brain”
 - Chart shows that with early identification an intervention in children can have a very different outcome – spend more money in the lower ages, as children mature as adults they become more productive in society.

- When children are not identified in the early stages, more money is spent and has less of an impact.

Tactical Plan

It's designed to take FJC into the full spectrum of family violence over the next several years.

- Strategic Goals
 - Focus on Comprehensive array of Family Violence Issues
 - Proactive and Prevention focused Approach to Family Violence
 - Sustainable Operations
 - Effective Collaboration and Coordination of Resources for individuals Experiencing Family Violence
 - Effective Marketing and Educational Planning
- Important facts
 - The San Diego Family Justice Center Foundation helps the FJC secure funding
 - Approximately \$600,000 is FJC operating budget
 - Police Department takes \$85,000 crime cases per year.
 - FJC is the one locally to co-locate direct services with Police and Prosecutors. Others offer shelter. Victims have a choice.

Questions to Consider:

- Are we getting the right target population, do we have the resources available?
- Sustainable operations – are they here to stay? If we ran out of funding in a year, do we walk away?

The following statistics derived from different sources provide the Top 10 Incident Addresses by Zip Codes and Victim Addresses by Zip Codes:

City of San Diego DV Cases Information obtained from ARJIS – Top 10 Incident Addresses by Zip Code 2007 Chart – Measuring domestic violence:

- 92105 – 779 cases
- 92113 – 535 cases
- 92114 – 510 cases
- 92102 – 463 cases
- 92115 – 455 cases
- 92104 - 435 cases
- 92154 – 407 cases
- 92101 – 381 cases
- 92109 – 310 cases
- 92117 – 271 cases

City of San Diego DV Cases Information taken from the FJC Intake Management System
– Top 10 Victim Addresses by Zip Code 2007 Chart:

- 92105 – 188 cases
- 92101 – 181 cases
- 92113 – 117 cases
- 92102 – 112 cases
- 92114 – 103 cases
- 92104 – 100 cases
- 92115 – 84 cases
- 92111 – 70 cases
- 91911 – 49 cases
- 92116 – 49 cases

Planned Relocation

Mark announced the FJC lease at the Washington Mutual building would be expiring in March 2010. He is currently working with the City of San Diego Real Estate Assets to identify and select an appropriate site. He stressed the importance of taking the following into consideration in regards to the move.

- What are the needs of the community
- What are the needs of partners – Mark will meet with the community partners
- Cost
- Received an offer from the YWCA to house FJC at their site

Public Comment

Cindy Grossman, San Diego Domestic Violence Council, spoke on behalf of the San Diego Domestic Violence Council (SDDVC). She inquired about the former vision about all people living without violence (to include woman and children, men, people in boyfriend/girlfriend relationships that do not have children, teens experiencing relationship violence and do not have children, gay and lesbian couples who do not have children). Childhood exposure to domestic violence/family violence is important to prevent, but it is also important to maintain a vision that all people living within the City of San Diego will be living in violent free relationships. Cindy is hopeful this focus continues to be a part of the vision of the Family Justice Center. She asked Mark if the original vision is still in existence and understood that the focus continues (to provide a safe location where all the needs of victims are met, where children are protected, where violence stops, where families heal and thrive, where hope is realized and where professionals all work together). Mark responded that is understood and that it continues. She requested on behalf of the SDDVC that the vision that is understood be stated as such on printed materials and as part of the FJC vision.

In reference to Mark's presentation about the highest incidents of Domestic Violence by zip codes and his question about how we outreach to victims within the high incident areas to see if they want and/or need FJC services. Cindy commented that there are many services already occurring within the zip codes and it's important not to duplicate services by the FJC doing the outreach. She suggested that perhaps the FJC could bring the agencies together to review the statistics that was presented by Mark to begin to address a strategic approach to these high need areas as a way of outreaching. In addition, the FJC has always been a centralized one stop shop location for victims of domestic violence to come and receive immediate services and assistance in gaining access to longer term services. If the FJC is considering in providing additional services as an organization, then a different service delivery model could need further discussion.

Dawn Davis, San Diego Volunteer Lawyers Program, voiced her concern relating to the new mission/vision. She expressed that confining it to children may be may give the wrong idea. She is concerned that adults who have not experienced family violence as children will not be reached by this vision. For example, a survivor with no children who encounters the mission statement first may not persevere in discovering that FJC serves survivors in general.

Kristine Rowe, Center for Community Solution Attorney, responded to Mark's story about a young woman who returned home to the perpetrator after a while because of economic reasons. The fact that clients are asked to leave their homes to find a safer environment for themselves and their children. Kristine stated that clients often need economic assistance in order to help them escape their situation. Many clients are economically abused and have little or no resources. Many times the shelters are full and even when clients get into a shelter, it is only temporary.

Mickey Stone, Executive Director of Camp Hope, embraces the new vision statement, "ensuring that all children in the City of San Diego will grow up without experiencing family violence." Children she works with are afraid of repeating the violent pattern.

Suggestions and Recommendations

Kimberlee Lagotta, represented Bonnie Dumanis from the District Attorney's Office. She expressed that Bonnie is very supportive of the FJC and has a desire to fulfill Mark's vision. She wants to continue the partnership with the FJC. Bonnie has an interest in regionalization – countywide expansion. District Attorney's Office is looking to house the FJC at the YWCA. Their office will continue to discuss where the FJC's new location should be.

Jeff Carle, Division Chief of the San Diego Fire-Rescue, stressed the importance of quickly finding a new location to house the FJC. The focus should be working at the "where" part.

Joel Bryden, Assistant Chief of the San Diego Police Department, concurs with Jeff Carle, the importance of quickly finding a new location for the FJC.

Gina Rippel, Deputy City Attorney, is excited about the FJC mission and vision shift and pleased to get clarification about how the original purpose is not being left out or eliminated. Numerous people have expressed nervousness today about the new mission and vision of the FJC, and she believe that is understandable given that many of them were involved in the Family Justice Center from the very beginning and believe in the importance of the original purpose. She wants to see the valuable work that was envisioned continue. She believes growing and developing the services of the FJC is a positive thing, as long as necessary services to all victims of domestic violence continue to be a main focus.

Jill Olen, Deputy Chief Operating Officer of Public Safety stated that over the course of the past two years, the City has been trying to identify new sites for the FJC. She addressed the idea of the FJC being housed at the YWCA. However, this is only one option that is being looked at and it's not a done deal.

NEXT REGULAR MEETING – TBD

Meeting adjourned at 10:42 p.m.

Mark Foreman
Chair

Exhibit 19



Regional Family Justice Center Network
DRAFT Concept Paper
June 2007

Regional Family Justice Center Network

Family violence is an extremely complex issue which manifests itself in varying dynamics within families – from intimate partner violence to child abuse, from teen dating violence to elder abuse, from sexual assault to emotional and psychological abuse. We must also recognize that violence that begins within the family unit often carries over beyond familial relationships in the form of youth violence, gang violence, school violence, and community violence. Therefore, a comprehensive, regionalized approach to preventing and intervening with family violence is essential. Violence that originates within families affects the entire community.

The complexity of family violence is made even more difficult by a multitude of co-occurring factors – alcohol and substance abuse, mental health issues, and prior history of violence and victimization. To fully address the myriad of dynamics that come into play in family violence, we must develop a multi-faceted and multi-disciplinary response. A hybrid model consisting of both a public health and public safety approach provides an all encompassing safety net for both individuals and the community. This model has as its centerpiece a continuum of strategies --- which begins with primary prevention through tertiary intervention, and follows through intervention including offender re-entry and re-integration. Support for families should not end after the crisis has past. Because of the disruption of families and the trauma that has been sustained, following either shelter residency for the victim or incarceration for the offender, it is vital to help facilitate family re-unification if appropriate and re-integration back into the community for aggressors and survivors in order for these families to emerge healthy and whole.

The District Attorney's vision is to develop a comprehensive continuum of care for families across San Diego County including public safety services to be known as the San Diego County Family Justice Network. This continuum includes prevention of family violence, identification and screening, early intervention, intensive intervention and

support services, re-entry for victims and offenders, as well as re-unification/re-integration of families whenever appropriate. The foundation of this countywide system will be Regional Family Justice Centers. This network will be made up of four-five primary regional Family Justice Centers which reflect the continuum of care and facilitate the coordination of community and criminal/civil justice system intervention services for families experiencing domestic violence, child abuse, sexual assault and elder abuse. Such centers should be formed through and coordinated by existing community-based service agencies with financial and policy-based support and leadership from local law enforcement agencies, county government, cities throughout the region, and a diverse team of service providers from each region of the county who co-locate their services to benefit victims of domestic violence and their children. The core principal is community-based leadership and strong partnerships between public and private agencies. At present, there are two co-located service delivery Centers in San Diego County – the San Diego Family Justice Center (currently a department of city government) and the North County Family Violence Prevention Center. The third Center, the East County Family Justice Center is currently in planning in El Cajon. In addition, coordination with excellent programs throughout the county is central to the success of the Regional Family Justice Center Network's assistance to families in need.

The Regional Family Justice Center Network will focus in the four geographical areas for planning purposes in order to coordinate the development of regional plans which establish comprehensive, inter-related, interactive, coordinated community and criminal/civil justice system services in each area of the county.

As the plan develops, North County should begin evaluating the creation of two Regional Family Justice Centers – North County Coastal and North County Inland. The San Diego County District Attorney's Office and the County's Office of Violence Prevention should play a leadership role at the county level to provide consistency and coordination among the four to five regional Centers and the many collaborating non-profit service providers in each region of the county. The four geographical areas will correlate with existing court systems in the County: San Diego Central, East County, South Bay, and North County. Though initially focused on domestic violence services, the Network will ultimately seek to coordinate the prevention and intervention work of domestic violence, child abuse, sexual assault, and elder abuse professionals.

In order to thoughtfully plan and implement this system of care countywide, an incremental phasing-in process is currently being utilized. The first regional focus area has been East County. County supervisor Dianne Jacob and District Attorney Bonnie Dumanis, in partnership with Sheriff Bill Kolender and a host of community-based organizations, have convened a forty agency strong Working Group to develop a blueprint and an operational plan for a coordinated community response to family violence in East County. Working in partnership with the East County Domestic Violence Coalition and the internationally recognized National Family Justice Center Alliance, this collaborative team is developing a regional Family Justice Center in El Cajon, California to provide comprehensive, co-located, multi-disciplinary services to victims of family violence and their children in the east county region of San Diego

County. The year-long planning process will produce a Blue print by May 2008 to guide creation of the East County Family Justice Center.

The East County Family Justice Center in conjunction with local community resources will address not only the coordinated provision of all available community and criminal/civil justice system services, but will also incorporate prevention services that address issues related to drugs, alcohol, gangs, juvenile crime, and related intimate partner violence. At present, the East County planning and implementation process is estimated to be completed with their first phase process (creation of the blue print by May 2008).

As noted, the long-term vision for the Regional Family Justice Center Network is the development of a countywide system of care made up of co-located service delivery centers in each region of the county (with the potential for two in North County), designed to meet the unique needs of the community and taking into consideration the local resources available in each part of the county. It is expected that the Centers will offer different approaches and services based on the needs and demographics of each region. Each regional Center will be coordinated into the Regional Family Justice Center Network which will have a shared vision and mission as well as shared policies, protocols, procedures, and core values across regions and from Center to Center. Leadership at the county level is imperative to create consistency among Centers and close collaboration among Centers.

It is the intent of the Regional Family Justice Center Network to work closely with other concurrent efforts, including the County of San Diego's Comprehensive Domestic Violence Planning Process, the Raising the Bar Planning Initiative, the San Diego County's Safe Start Initiative which is building county capacity for expertise in the clinical treatment of children exposed to domestic violence, as well as other county and community efforts such as the County's Domestic Violence Fatality Review Team and the San Diego Partnership for Families. The goal of the Regional Family Justice Center Network is to work in concert with these efforts to ensure quality prevention and intervention delivery to all families at-risk or experiencing domestic violence irrespective of where these families reside in San Diego County.

As an integral part of designing and developing the Regional Family Justice Center Network, an inclusive community planning process is critical. Community leaders, community members, youth and families, local business leaders, public and private partners will be invited to take part in the planning of each Regional Family Justice Center including the re-evaluation of service delivery at each Center. Community ownership, decision making authority, and participation in the planning should be the impetus for the formation of each Regional Center. With the initial focus on East County, this approach will lead to the creation of an East County Family Justice Center Working Group, led by Supervisor Dianne Jacob, District Attorney Bonnie Dumanis, and Sheriff Bill Kolender, in partnership with the East County Domestic Violence Coalition, and the San Diego Foundation.

A shared vision and the collective development of guiding principles are important to success. Over the last two years, preliminary meetings have been held where community partners voiced their desire to include certain core values in the development of this Network. In the current meetings in East County and other regions, this list of core values will be presented and expanded upon by both the community planning and the resulting Working Groups in each region of the County.

Core Values – Each regional effort, beginning with the East County planning process will share the following core values:

Prevention Focused: A shared belief that “violence is learned” therefore can be prevented. Through increased awareness, education and skill building, we can increase the protective factors against intimate relationship and family violence, by means of primary prevention efforts. If violence has already manifested, through secondary and tertiary interventions, violence can be greatly reduced and eventually eliminated within relationships.

Primary prevention is most effective when it begins with children and adolescents. A significant component of the Regional Center’s prevention services will be directed towards children and youth, ages 0-17. Be it through home visiting programs, parent education, working with schools, public education and community based awareness campaigns, the East County Family Justice Center will infuse the principles of “healthy relationships” into all aspects of its prevention activities. In addition, a focus on youth development and youth leadership will help to spur prevention of relationship and family violence.

Prevention strategies will also be directed at the community-at-large. All regional initiatives should integrate primary, secondary, and tertiary prevention efforts into their respective service delivery systems while not neglecting intervention services for victims of family violence and their children.

Community Driven and Community-Based: Any community initiative directed at strengthening and serving the community must be community-driven. When addressing critical community issues like family violence, the solutions and remedies will not be effective unless they emanate from the community itself. All Regional Centers will be committed to engaging community leaders, residents (including youth and families) as well as local government and non-profit agency service providers in all planning efforts. It is equally important that all Regional Center programs and services be community-based. Each Regional Center should have community-based leadership. Whenever possible, each planning process for the development or expansion of Centers or related services in the Network should have representatives from the following:

Community Members
Community Leaders
FV Survivors

FV Service Providers
Law enforcement – Local, State and Federal
Prosecution
Judges and court staff- Superior and Family Court
Child, Family & Legal Advocacy
Health and Medical Professionals
Adult and Children's Mental Health
Child Welfare Services
Aging and Independent Services (APS)
Alcohol and Drug Services
Batterer Intervention
Shelter Services
Sexual Assault
Faith Community Leaders
Business Leaders
County Counsel
Adult and Juvenile Probation
Education

Each regional planning group should be culturally diverse and reflect the composition of the community.

Client Oriented and Family Centered:

The highest priority is client safety and well-being. All processes, policies, and procedures will ensure client confidentiality and client safety. Historically, an adult victim/perpetrator model was used to address family violence. It is understood that during times of crisis, initial services may have to be provided individually to family members until the violence has stopped and the family has stabilized. It is also important to recognize that the majority of families affected by family violence do reunify. Even if the partners choose to separate, these unions with children in common continue to be important relationships, engaging in situations of co-parenting, joint custody, child support, etc. All efforts will be made to look at the family as a whole, made up of a number of individuals who will benefit from supportive prevention and intervention services.

Culturally Appropriate and Responsive: All initiatives in the Regional Family Justice Center Network will strive to ensure access to culturally and linguistically appropriate services. Each region will identify the diverse populations included in their communities and include in development of their policies and procedures how to best serve all segments of their region. Membership of each regional working group should reflect the cultural diversity of their respective communities.

Offender Accountability Focused:

Pro arrest/pro prosecution

All initiatives should acknowledge the criminal nature of most family violence. While the criminal justice system should not be the only response, nor necessarily even the primary response to family violence, all processes, policies, and procedures should emphasize criminal accountability for family violence perpetrators including pro-arrest and pro-prosecution philosophies and coordination with civil justice system interventions.

Re-entry and Re-integration: Families that have experienced serious violence often have family members who have been incarcerated for the offense. As stated earlier, holding offenders accountable and their subsequent incarceration is important to ensuring that all violence ceases to continue. Equally critical during the time of re-entry, and whenever appropriate, is re-integration back into the family and community. The success or failure of offender rehabilitation and family re-unification depends on this. We recognize that the time following incarceration is a very crucial time for the entire family, when support and guidance back to a non-violent, cohesive family unit is needed by all. The Regional Family Justice Center Network is committed to having specialized components with specific expertise and specialized assistance to facilitate the successful re-entry and re-integration of offenders and their family members.

Capacity to Change: The Network will embody a fundamental belief in the capacity of people to change and heal. The regional efforts should be embedded in the belief that "all people have the ability to change." More specifically, that individuals have the ability to change "unhealthy" attitudes, thinking, behaviors, and values, which will, over time, result in "healthy", non-violent relationships. Appropriate interventions can further assist individuals and their families to move toward more nurturing, non-violent relationships. Families who have experienced family violence have the ability to heal from the stress and trauma and cease any future violence. A shared commitment of all regional efforts will be to move families toward positive change and healing.

Evidence Based and Evaluation Oriented: There is a growing body of research in effective treatment and intervention efforts with family violence. The Regional Family Justice Center Network will have a commitment to utilizing the most effective evidence-based practices and best practices available. As new evidence-based treatments emerge, the Regional Centers will continue to incorporate these new practices in their work with children, individuals and families to ensure the best outcomes for all served. The system will be outcome oriented and outcome driven. Services and programs will have an evaluation component, to continually evaluate that effectiveness of all treatment and intervention.

Specialization: Special training and education for those assigned to each center should be provided. Any staff members from public or private, community-based

agencies that are assigned to a Family Justice Center should be allowed to stay for a significant period of time to ensure continuity of services on the part of an agency's commitment of staff to any Family Justice Center in the region.

Commitment to Integrated Systems and Multi-Disciplinary Approaches to Family Violence: Because of the multitude of factors that comprise family violence, it is important to offer individuals and families an integrated, multi-disciplinary approach. Since programs and services will be situated in a single location, every effort will be made to offer an array of essential services, including those related to public health and public safety, mental health and spiritual support, and alcohol and drug services. All services should be integrated and seamless to those they serve. The components of each Center in the Network, while locally based, should connect at the County level, creating an integrated regional system across the County, rather than a series of local programs. The integrated system will seek to ensure that high quality practice is implemented and redundancies are avoided

Core Components – The following components should be incorporated into the Regional Family Justice Center Network planning process:

1. Critical Partners:

All regional efforts shall focus on a multi-disciplinary approach to developing coordinated community response within the Regional Family Justice Center Network.

All initiatives should seek to include, at a minimum, the following professionals and disciplines:

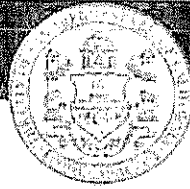
- a. Law enforcement/prosecution
- b. Medical (for diagnostic, treatment and forensic purposes) evaluation
- c. Victim advocacy
- d. Mental health services for adult victims
- e. Specialized trauma mental health services for children
- f. Child and Adult Protection
- g. Legal services
- h. Non-sectarian faith-based services
- i. Community-based non-profit agency social services
- j. Substance Abuse providers
- k. Prevention services
- l. 24 Hour Response Team (Integration)
- m. Military Service Centers (Connecting Families)

Those represented in the Working Group should also be included as critical partners.

2. Any Family Justice Center developed as part of the Network should seek to develop interactive information sharing, training, and collaboration with the San Diego Family Justice Center and the North County Domestic Violence Service Center
 - a. Each Center should include all critical partners in either an off-site or on-site partnership relationship
 - b. Each Center should have policies and procedures in place at the time of opening that connect it to other operating centers in the county
3. Any Family Justice Center facility will be client oriented and therefore all services or contact with or for the offender will occur at a different location than where victims receive services
 - a. No Family Justice Center will knowingly place victims and offenders together unless specifically authorized for limited purposes.
 - b. Each operating Center will provide services only to victims and their children.
 - c. Offenders will receive services at separate and distinct locations from operating Centers
4. Strategic Development of a continuum of services:
 - a. During any regional planning process, the group should also focus on development of a continuum of services from prevention to intervention, through re-entry and re-integration for victims, offenders, and their children for all related disciplines, including domestic violence, child abuse, sexual assault, and elder abuse.
5. Culturally Sensitive Response:
 - a. Each region should conduct a broad regional assessment of the demographics of its population and design a plan to ensure access to culturally and language appropriate services for all victims and their children.
6. Community Training/Education Plan:
 - a. Each region should develop a plan to ensure, at a minimum, relevant and regular trainings and cross-trainings for law enforcement officers, prosecutors, medical professionals, volunteers, advocates, child welfare workers, mental health professionals, alcohol and drug staff, court staff, and judges.
 - b. All training materials should be consistent with the San Diego County Law Enforcement Protocol on Domestic Violence.

c. The Training Plan should include community outreach initiatives intended to develop broad public awareness on the relationship between domestic violence, child abuse, sexual assault, and elder abuse in the relevant sub-region of the County.

Exhibit 20



THE CITY OF SAN DIEGO

Mayor Jerry Sanders

**PUBLIC NOTICE
AND
AGENDA**

San Diego Family Justice Center – A Public Safety Initiative
2007 Annual Meeting: Steering Committee and Strategic Planning Update
January 29, 2007 ~ 12:00 pm – 1:00 pm
707 Broadway, Suite 700
San Diego, CA 92101
RSVP to bpearson@sandiego.gov

Meeting Purpose: Given the FJC's future is interwoven with the City's future; what is our current status and how do we plan for 2007?

Steering Committee 12:00 pm – 1:00 pm

- Welcome & Introductions
- State of the FJC
- State of the City
- Public Comment
- Suggestions and Recommendations for the FJC in 2007

Strategic Planning Committee 1:00 pm – 2:45 pm

- Reflections on Steering Committee
- Next Steps – Real Time Planning
- Reports

Wrap Up – 2:45pm – 3:00 pm

- Review of Decisions
- Closing Remarks

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Exhibit 22

OFFICE OF
THE DISTRICT ATTORNEY
COUNTY OF SAN DIEGO

BONNIE M. DUMANIS
DISTRICT ATTORNEY

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November 9, 2006
For Immediate Release

Watch the Video

Contact: Paul Levikow
(619) 531-3536

East County Domestic Violence Victims to Get Help at New Family Justice Center

San Diego County District Attorney Bonnie M. Dumanis, Sheriff Bill Kolender, and County Supervisor Dianne Jacob announced today that they are launching an 18-month planning process to create the East County Family Justice Center within the next two years. The East County Family Justice Center will be the second one of its kind in San Diego County to bring to one location a broad cross-section of services for victims of domestic violence and their children.

"This new facility will bring together many agencies and programs so that victims can travel to one place to see a doctor, get a restraining order, talk to a chaplain, develop a safety plan, get a cell phone, receive counseling, get help for their children, interview with a detective, meet with an advocate, or sit down with a prosecutor," Dumanis said. "But the East County Center will also focus, for the first time in the country, on providing services for offenders with the goal of providing healing, support, and hope for the whole family."

The East County Family Justice Center will develop its own unique components and partners based on the needs of families in the Region. The planning process will include community forums; focus groups with service providers, victims, and survivors; confidential interviews with East County victims and offenders; and a strategic planning process.

Each year, more than 3,000 domestic violence incidents are reported in East County. National research indicates that for every reported case there are two more that are not reported.

The public and private non-profit agencies that will participate in the planning process include La Mesa Collaborative; Cajon Valley School Dist.; Center for Community Solutions; Institute on Violence, Abuse, and Trauma; S.D. Family Justice Center Foundation; El Cajon Collaborative; S.D. Youth and Community Services; S.D. County District Attorney's Office; Little House; El Cajon P.D.; S.D. County Sheriff's Department; The Human Trafficking Action Network; Kaiser Permanente; St. Stephens Church of God in Christ; S.D. County Supervisor Dianne Jacob; The Alliance for African Assistance; La Mesa P.D.; Grossmont Union High School Dist.; Southern Indian Health Council; Meridian Baptist Church; Second Chance/STRIVE; Cajon Valley School Dist.; Santee Collaborative; The Chadwick Center for Children and Families; S.D. Family Justice Center; Santee School Dist.; S.D. County Probation Dept.; and S.D. County Health and Human Services Agency.

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Exhibit 23



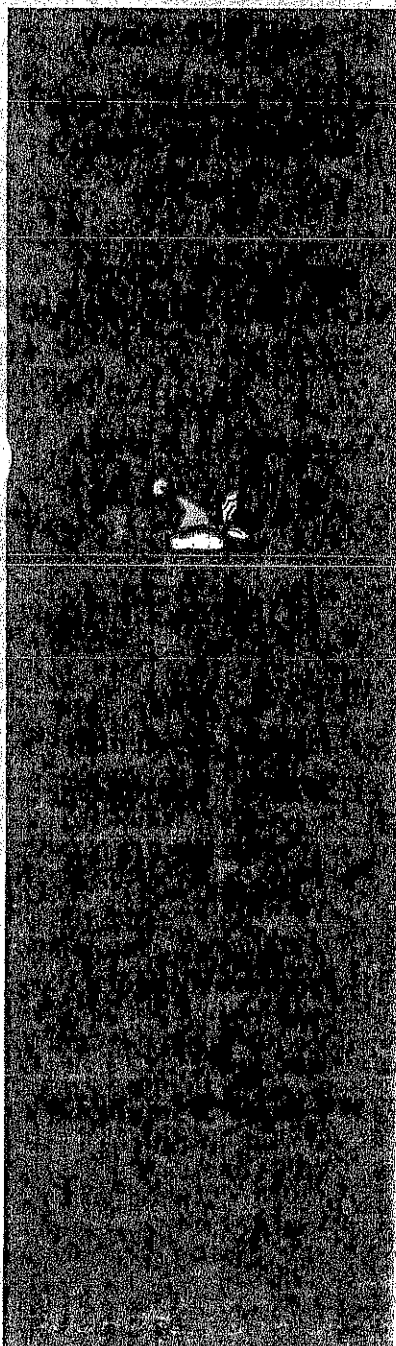
Bonnie M. Dumanis

On the Record



San Diego County District Attorney

October/November 2006



(l to r) Sheriff Bill Kolender, DA Bonnie Dumanis, Supervisor Dianne Jacob and El Cajon Police Chief Cliff Diamond

East County Gets "One Stop Resource Shop" To Help Victims of Domestic Violence

San Diego County District Attorney Bonnie M. Dumanis announced an 18-month planning process to create the East County Family Justice Center within the next two years.

The East County Family Justice Center will be the second one of its kind in San Diego County to bring to one location a broad cross-section of services for victims of domestic violence and their children.

"This new facility will bring together many agencies and programs," said Dumanis.

"Victims can travel to one place to see a doctor, get a restraining order, talk to a chaplain, develop a safety plan, get a cell phone, receive counseling, get help for their children, interview with a detective, meet with an advocate, or sit down with a prosecutor," Dumanis said.

But the East County Center will also focus, for the first time in the county, on providing services for offenders with the goal of providing healing, support and hope for the whole family. The Center will develop its own unique components and partners based on the needs of families in the East County.

More on the EC FJC

DA AND REGIONAL AUTO THEFT TASK FORCE STRIKES IN NORTH COUNTY

Page 2

If you've had your vehicle stolen this year, you are among the more than 21,000 other San Diegans to experience this crime, according to the Automated Regional Justice Information System. However, fewer cars should be reported stolen, at least in the Escondido area, thanks to a four month undercover investigation dubbed "Operation Northern Exposure." In November, the Office of the San Diego District Attorney and the Regional Auto Theft Task Force (RATT) worked together to indict 17 suspects and recover 19 stolen vehicles. "Auto thieves in San Diego County should be on notice that we are coming after them," Dumanis said at the news conference.

Undercover officers were able to infiltrate an organized network of auto thieves and purchase 19 vehicles. Detectives also bought a new truck and tractor-trailer rig valued at more than \$50,000. In most cases, the thieves sold the cars within two days of stealing them. For many of the defendants this arrest was not their first. Of the 17 defendants, seven have convictions for auto theft or receiving stolen vehicles. Eleven of the defendants have previously been convicted of a felony. One defendant has been to prison five times, the last time for burglarizing a home and stealing Christmas presents. The defendants face maximum sentences ranging from three years up to 11 years in prison.



CALIFORNIA'S TOP 10 STOLEN VEHICLES 2005

- 1 1989 Toyota Camry
- 2 1991 Honda Accord
- 3 1995 Honda Civic
- 4 1988 Toyota Pickup
- 5 1991 Nissan Sentra
- 6 1990 Acura Integra
- 7 1993 Saturn SL
- 8 1987 Toyota Corolla
- 9 1992 Chevy Full Size C/K 1500
- 10 2000 Ford Mustang

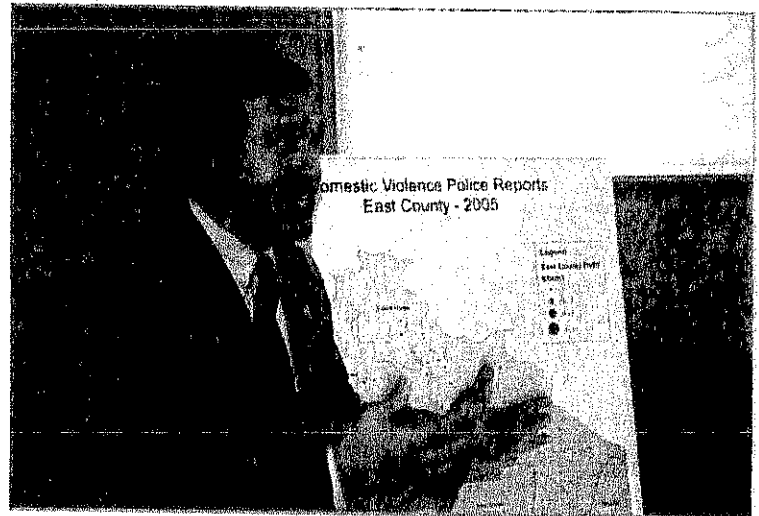
**Watch Bonnie's News Conference on
"Operation Northern Exposure"**

VIDEO

If you have information about stolen vehicles call

1-888-TELLRAT (835-5728)

Casey Gwinn has been the driving force behind the expansion of the Family Justice Center model in San Diego and across the nation. In 2003, Gwinn was honored by President George Bush who unveiled the National Family Justice Center Initiative. The \$20-million initiative paid for the creation of 15 new one-stop domestic violence centers across the country. Gwinn currently serves on the President's Board of Directors for the FJC Initiative. So far, 14 Centers have opened nationwide with the final one opening in January 2007. East County's FJC planning process is being funded by private donations. The East County center is expected to open in 2009.



Casey Gwinn at East County Family Justice Center planning meeting.



DA Bonnie M. Dumanis being interviewed by local photojournalist after East County Family Justice Center announcement.

Are you a victim of Domestic Violence?

- *You've been hit, kicked, shoved, restrained, or had objects thrown at you*
- *Are you frightened by your partner's temper*
- *You are humiliated or degraded by name calling, put-downs or accusations*
- *You are discouraged from seeing family and friends*
- *You feel isolated, alone or scared*
- *Your partner frequently threatens to withhold money, resources or take away the children*
- *You have been forced or pressured into having sex when you don't want to*
- *Your possessions have been destroyed by your partner*
- *Your telephone has been wrenched off the wall*

If you need help getting out of an abusive relationship, please call

San Diego's Domestic Violence Hotline

888-385-4657

DA CASE FILES

In the past couple of months, we have had some very good results in the courtroom. The following is a snapshot of some of our cases.

Robert Michael Rubino, 65, has been convicted of 15 counts of child molestation and other charges. The San Marcos man allegedly had sex with two boys under the age of 14. Prosecutors believe Rubino molested multiple victims, boys between the ages of nine and 13. Rubino faces 15 years to life in prison on each molestation count. He will be sentenced in February. "The children in our community are safer now that this man has been convicted," Deputy District Attorney Clayton Biddle said. "He's a sexual predator of the worst kind."

Jose Armando Alarid Jr., 20, of San Diego has been sentenced to 35 years to life in state prison. Alarid was convicted of second-degree murder in the 2005 gang-related stabbing death of Javier Hernandez outside a Paradise Hills apartment complex. The victim was stabbed 27 times by Alarid and another man, however that suspect remains at large. Alarid was already on probation for an unrelated robbery when he was arrested on the murder charge.

Daniel Torgel, 46, pleaded guilty to charges of grand theft for scamming at least 11 people out of more than \$385,000. Torgel was a Chula Vista pool designer and posed as a licensed contractor. Torgel will spend nearly five years behind bars. In a hearing, the defendant also agreed to pay restitution to his victims, most of whom were from the South Bay area.

Enrique Roman, 35, has been convicted of second-degree murder for beating his 22-month-old niece. The child's teenage mother had left the baby in Roman's care. The child suffered a fractured skull from blunt force trauma to the head and trauma to the abdomen. Hospital officials contacted police after Roman claimed the child suffered her injuries from falling from the bed. Roman faces 25 years to life in prison.

Andree Francis Calac, 28, will spend 80 years to life in prison for shooting to death his girlfriend and his unborn daughter. The victim, 22-year old Marlene Magee died from a gunshot wound to the face. Her 27-week fetus also died. Calac was convicted of two counts of second degree murder in April. The shooting took the couple's mobile home located on the Rincon Indian Reservation. The deceased mother leaves behind four other children.

Joshua Andrew Perry, 31, will spend the next year in county jail for driving drunk and killing a motorcyclist on Interstate 5 this past May. The victim, Carlos Vera, 49, of Oceanside, died instantly after Perry slammed his car into the back of the Vera's motorcycle. Although the prosecutor argued for a four year prison term, the Judge decided the defendant's otherwise clean record weighed heavily in his decision. Perry also was given five years probation.

Aimee Chavira, 27, has been given a suspended jail sentence and placed on three years probation after pleading guilty to kidnapping her sons from a Linda Vista care center. Chavira was at the center for a supervised visitation when she took off with her two sons ages 10 and 6. The older son ended up returning to the Center on his own, but the mother, with the six-year-old in tow, was able to elude authorities for a couple of days. Chavira eventually surrendered to police at the San Ysidro Port of Entry. She had originally lost custody of her children due to neglect.

OFFICE OF THE DA

**San Diego District Attorney
330 West Broadway
San Diego, CA 92101**

**Phone: (619) 531-4040
www.sandiegoda.com**

Exhibit 24

San Diego Family Justice Center – A Public Safety Initiative
2006 Annual Meeting: Steering Committee and Strategic Planning Update
July 20, 2006 ~ 8:00 AM – 2:00 PM
707 Broadway, Suite 700
San Diego, CA 92101
RSVP to bpearson@sandiego.gov

Meeting Purpose: Annual Progress Report on accomplishments, needs and next steps for the San Diego Family Justice Center – a public safety initiative

Opening - 8:00-8:15

Welcome

Overview of the meeting

Introductions

Part I - Economic Justice and Family Violence (8:15-9:30)

Break (9:30 – 10:00)

Part II – SDFJC Steering Committee (10:00 – 12:00)

A. Introductions and welcome

B. Overview of the FJC Strategic Plan

C. Public Safety – Who are we serving and how are we making a difference? - Presentations:

- San Diego Police Department
- City Attorney's Office
- Elder Abuse & the Archstone Project
- SD Family Justice Center
 - Public Safety Enhancements: Equipment and Software
 - Space: Now and Future Needs
 - Staffing the FJC
- National Family Justice Center Movement

D. Public Comment

E. Steering Committee Comment

F. Suggestions for Next Steps

LUNCH 12:00 – 12:45

Part IV – Strategic Planning and Implications of Today's Meeting (12:25-1:45)

A. FJC Accomplishments for Year IV to date – Team Captain Reports (15/5 minutes each)

B. Where do we go from here? – Quick Facilitated Discussion (10 minutes)

Focus Questions:

- Thinking back over today's presentations, what stands out?
- What was new, unexpected?
- What concerned you?
- Given our five year vision, where are we making the most progress? Least?

C. Action Planning – Brainstorming Great Ideas by Tables (15)

Focus Questions: Given today's meeting, what priorities/recommendations do you have for the FJC and its projects?

D. Reports (20)

Wrap Up and Next Steps (1:45-2:00 P.M.)

Exhibit 25

San Diego Family Justice Center

Steering Committee and Strategic Planning Report

July 20, 2006



Report Contents

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Brainstorming, Recommendations, and Defining Priorities.....	12
Wrap Up and Next Steps	13

Prepared by Judi Adams
Adams & Adams Consulting and Training, Inc.
1845 29th Street ~ San Diego CA 92102
(619) 239-4144 Phone (619) 239-4244 FAX

Meeting Agenda, Purpose and Desired Outcome

Meeting Purpose: *Annual Progress Report on accomplishments, needs and next steps for the San Diego Family Justice Center – a public safety initiative*

Desired Outcomes:

Generate big picture thinking about future directions for the San Diego Family Justice Center
Incorporate Economic Justice into FJC services for family violence victims
Provide update on FJC Impact on Public Safety
Acknowledge Public Safety Heroes

Meeting Agenda

Opening

- Welcome
- Overview of the Meeting
- Introductions

Part I – Economic Justice and Family Violence

Key Note Speaker: Shawndell Dawson, Economic Justice Specialist
National Network to End Domestic Violence

Part II – San Diego Family Justice Center Steering Committee

- A. Introductions and Welcome
- B. Overview of the San Diego Family Justice Center Strategic Plan
- C. Public Safety: Who We Are Serving and How We Are Making a Difference
 - San Diego Police Department
 - City Attorney's Office
 - Elder Abuse and the Archstone Project
 - San Diego Family Justice Center
 - National Family Justice Center Movement
- D. Public Comment
- E. Steering Committee
- F. Suggestions For Next Steps

Part III – Strategic Planning and Implications of Today's Meeting

- A. San Diego Family Justice Center Accomplishments
- B. Where We Go From Here
 - Important Aspects of Today's Presentations
 - New or Unexpected Ideas
 - Concerns
 - Progress
- C. Action Planning: Brainstorming, Recommendations, and Defining Priorities
- D. Reports

Wrap Up – Next Steps

Economic Justice and Family Violence

Shawndell Dawson, Key Note Speaker

Shawndell is a technology safety specialist with the National Network to End Domestic Violence (NNEDV). She has been a domestic violence advocate for more than eight years, working in the Midwest and on the East Coast. Shawndell has been with NNEDV for the past three years, building alliances and networks to create better policies and practices. She manages websites, technology, and communication systems for the organization.

Shawndell's Goal: Bring justice, opportunity, and true hope to victims of domestic violence by encouraging economic self-sufficiency.

Shawndell's Vision: In addition to inflicting physical, psychological, and emotional abuse, abusers often financially control their victims — forcing them to quit their jobs, giving minimal allowances to pay for household needs, and taking steps to ruin their credit. As a result, many victims lack the financial resources necessary to flee and establish a life free of violence. Financial security gives victims of domestic violence a better quality of life. Providing victims with the essential economic/financial needs helps break the cycle of violence. Economic empowerment helps victims leave their abusive relationships and continue to live a life free of abuse. Victims must learn how to be economically self-sufficient, and organizations such as the San Diego Family Justice Center should provide victims with educational opportunities and services. Because survivors come with a lot of financial debt, we must restore their understanding of the financial networks. "This vision is more than anti-violence," Shawndell says. "It is anti-oppression, eliminating racial and socio-economic barriers. After all, we cannot end violence until we also look at these problems." Shawndell has a three-prong approach for providing financial services to victims:

- Grant Writing
- Leadership
- Public Awareness

Grant Writing: We have the resources in this country to help victims become more economically self-sufficient. However, access to these resources is limited.

Leadership: Organizations like the San Diego Family Justice Center must bring together people from multiple disciplines to think about economic justice, advocacy, and empowerment. Service providers and advocates must work together to validate victims' desires and teach them how to pursue dreams and identify goals. They also must support decisions the survivors want to make. Because we cannot be with survivors on a daily basis, we must give them the skills so they can manage on their own. Accordingly, this vision has a catastrophe-management aspect. In the aftermath of Hurricane Katrina, we realized that financial empowerment helps victims be self-sufficient even when our infrastructure is not working or is unavailable (i.e., shelters full or destroyed or unable to flee).

Public Awareness: Maintaining a dialogue with the public is necessary to ensure that everyone is aware of the financial problems associated with victims of domestic violence. It is important to ignite passion from all people to be aware of such problems.

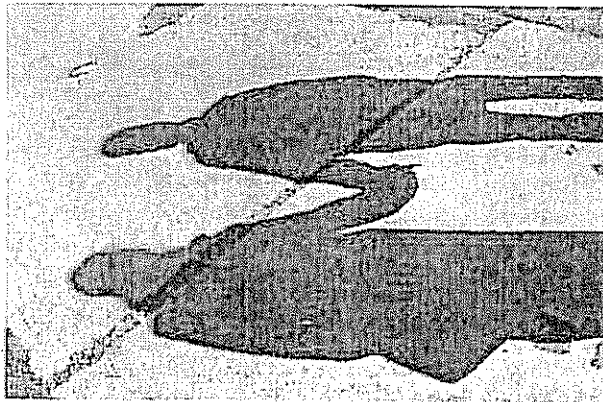
Getting Started: The San Diego Family Justice should consider the following:

San Diego Family Justice Center
Mid-year review July 20, 2006

- Help victims plan for their financial future (e.g., supporting children, getting a job, opening their own accounts, learning how to pay bills, finding affordable housing, getting an education). It may take three to five years for victims to get to a place where they are financially stable. The sooner you give them the skills, the better.
- Partner with an organization like the Allstate Foundation. Other good partners include unions, financial institutions, workforce training groups, and women's groups, such as Dress For Success.
- Apply to the NNEDV's direct assistance fund, which provides a survivor \$1,000 twice a year to relocate, address property damage, pay utilities, go to school, take vocational classes, get temporary childcare, etc. Funds also can be accessed through the California Partnership to End Violence.
- Assign advocates to go to the bank with victims to explain to banks and others what the problems are with credit, ID theft, accounts, etc.
- Research the Community Reinvestment Act, which requires financial institutions to reinvest in their community.

To contact Shawndell:

National Network to End Domestic Violence
 660 Pennsylvania Avenue, SE Suite 303
 Washington, DC 20003
 Phone: 202-543-5566 Fax: 202-543-5626
 Email: sd@nnedv.org Website: www.nnedv.org



San Diego Family Justice Center

Strategic Plan Review – After Five Years...

The San Diego Family Justice Center sends out a powerful message that this city cares deeply for victims of domestic violence.

— Brian Maienschein

In 2002, the San Diego Family Justice Center outlined a shared vision of what the organization would look like in five years. The group defined the vision, identified obstacles to overcome, and discussed strategies. Many of these original points have been accomplished.

Goal	Status	Notes
A comprehensive, wrap-around service-delivery system; a one-stop shop	Achieved	The list of community partners continues to grow, with new services added daily. Because these services are located in one building, they are not fragmented.
Inclusive policies and practices	Achieved	All partners have the common goal of helping victims; they have been able to put aside differences to achieve this goal. No experience in territorial conflicts.
Integrated legal systems	Achieved	The City Attorney's and District Attorney's Domestic Violence Units work together to prosecute crimes. Workshops are held to improve services.
Expanded, regionalized centers	Advancing	Family Justice Centers have opened worldwide. North County has their version of a Family Justice Center; East County will have a Family Justice Center opening in the near future.
Integrated information systems	Advancing – But Needs Assistance	All community partners have computers. However, these computers are not always in working condition. Also, the center is on a different computer system than the attorneys' offices and the police. Additionally, there needs to be widespread use of the Domestic Violence Communication System (DVCS).
Village-design facilities	Some Progress	Lack of space has prevented transitional housing and on-site shelter services. Held a Charrette with community leaders and developed preliminary plan for a multi-use facility to house the FJC along with the arts and small businesses at the old library building.
Forensic medical and integrated health services	Achieved	Forensic medical services are now available and offered for DV, child abuse, sexual assault and elder abuse.
Ongoing quality improvement	Achieved	Weekly meetings, annual strategic planning process, exit interviews and focus groups. Data to measure over all effectiveness is being captured as part of evolution plan.
Shared and sustained funding	Progressing – But Needs Assistance	Many FJC partners have successfully participated in joint grant applications. Tri-fecta joint funding ventures between CCS, DV Council and FJC have been identified. However, the center and its services need a more permanent source of funding.
Effective leadership team	Achieved	The partners respect and work well with Gael and her team. There is great leadership from top to bottom. Focus is always collaborative when practical.

Public Safety

FJC Partner Presentations

Focus Question: Who is the San Diego Family Justice Center serving and is it making a difference?

San Diego Police Department:

- The police department has been committed since the San Diego Family Justice Center opened.
- The department has one lieutenant, four sergeants, and twenty-two detectives working on domestic violence cases.
- The department has one sergeant, six detectives, and two support staff working on elder abuse cases.
- The department averages about 420 domestic violence cases and sixty-three elder abuse cases per detective.
- Seventy percent of referrals to the San Diego Family Justice Center come from detectives or patrol officers.
- In 1985, there were thirty domestic violence homicides; in 2005, there were only five; as of July 2006, there have been only three domestic violence homicides.
- The police department also coordinates the volunteer program, manages security on the second floor, trains staff, resolves internal conflicts, and performs background checks.

City Attorney's Office:

- The goal of the City Attorney's Office is to stop violence, hold batterers accountable, ensure victim safety, and offer victims long-term support.
- The office has twelve prosecutors (each with special training), three advocates, three investigators, two secretaries, one court clerk, and five support staff.
- The City Attorney's Office prosecutes only misdemeanors. Because the cases have minimal violence, they are very difficult to prove. The office also handles child abuse cases, teen relationship violence, and elder abuse cases.
- Recent Supreme Court decisions (*Crawford* and *Davis*) have made it hard to prosecute cases because of little evidence (i.e., victim testimony). Consequently, prosecutors must have early outreach and frequent communication with victims.
- The office is grateful to be affiliated with the San Diego Family Justice Center because prosecutors are better able to help the victim (e.g., offer referrals for treatment). Consequently, victims are more cooperative and feel more secure in providing testimony.

Elder Abuse and Archstone:

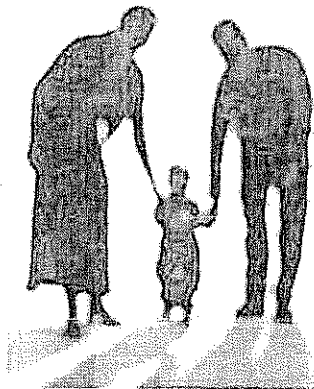
- Momentum is building in San Diego to prosecute elder abuse.
- Prosecutors work with the elderly not only as plaintiffs, but also as people who need extra care. The Archstone grant minimized frustration on the part of the attorneys, who now have time to talk with victims and assess their needs, relatives, lifestyle, etc.

San Diego Family Justice Center:

- Since Casey Gwinn's appearance on Oprah, the San Diego Family Justice Center has received immeasurable support.
- The month after its opening, the center had eighty-seven clients. Today, the center averages more than 1,000 clients each month and receives more than 4,000 phone calls.
- More than fifty-five countries have had site visitors at the center.
- The center needs better security. Bob Martin, vice-president of Gavin de Becker & Associates, suggests adding infrared cameras. Security also could be improved with software enhancements (e.g., DPC, DVCS, KIMS).
- The center also needs more space. The lack of space prevents the center from being able to accept donations, add onsite partners, expand the volunteer program, and add needed services, such as child abuse and sexual assault.
- The center also needs more money to pay much-needed staff. Needed staff include a bilingual receptionist, volunteer coordinators, an administrative assistant, technical support, and an Assistant Director.

National Family Justice Center Movement:

- Ten of the fifteen federally funded Family Justice Centers are open. All fifteen will be open by 2007. Another thirty to forty unfunded sites (we call them "The Unstoppables") are opening around the country and around the world.
- Each Family Justice Center has a different set of issues and challenges. However, each center learns from others' mistakes.
- The San Diego Family Justice Center is the model for all of these sites. The center gets daily requests for assistance, guidance, meetings, documents, and tours. This will increase dramatically with the recent publication of "Hope for Hurting Families: Creating Family Justice Centers Across America" by Casey Gwinn and Gael Strack.



Public Comment

After all the Public Safety Presentations, the public was invited to comment...

Steve Allen (Center for Community Solutions and Director of FJC TRO Clinic): "Victims should have civil, social, and economic justice – not just legal."

Lakesha (victim of domestic violence and San Diego Family Justice Center client): "Domestic violence is a subject people do not want to talk about, especially in the African American community. Women are afraid of being seen as a statistic." At the Family Justice Center, she was not judged; the resources there allowed her to overcome her insecurities and fears of being labeled a domestic violence victim. The San Diego Family Justice Center gave her the tools to grow and identify who she was as a woman and made her certain she would not return to her abusive relationship. "Here, they walk with you every step of the way," she said. "And if you need to take baby steps, they won't judge you; they will allow you to take those baby steps." Now she feels comfortable enough to talk with others, tell them about the center, and encourage them to get help. She says more women could get help if the center had more staff.

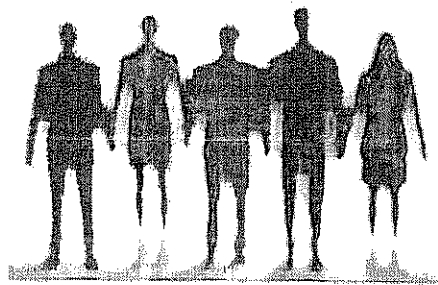
Jearl (victim of domestic violence and member of VOICES): "Victims are entitled to safe, secure, and loving relationships." He thanked the tall trees for supporting the center... "for being 'our champions and our heroes.'" He also thanked Chief Lansdowne for promoting tolerance among the police department.

Diane Lass (therapist at San Diego Family Justice Center): She is grateful to see clients transform right in front of her. Because of this, she also benefits.

Saundra (victim of domestic violence): "I went from nowhere to here."

Allison Sepulveda (San Diego Deaf Mental Health Services): She thanked the City for being open to the idea of accessibility. The disabled are victimized at double the rate – for being disabled and for not having access to help because of lack of accessibility.

Charles Wilson (Children's Hospital - Chadwick Center for Children and Families): The City must not leave things as status quo just because the San Diego Family Justice Center has been so successful.



Steering Committee Comments

*Today was absolutely awesome! Good things are going to happen.
What makes the San Diego Family Justice Center so special is
the leadership. The commitment from our city leaders is real and long-term.*

— Gael Strack

Steering Committee Members:

- Councilmember Brian Maienschein
- Councilmember Jim Madaffer
- Assistant City Attorney Margaret Jacobo representing City Attorney Mike Aguirre
- Deputy District Attorney Casey Gwinn representing District Attorney Bonnie Dumanis
- Chief of Police William Lansdowne
- Fire Chief Tracy Jarman
- FJC Director Gael Strack

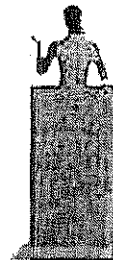
Jim Madaffer: He describes the partnerships within the San Diego Family Justice Center as the "melting of silos," saying "the walls between individual government agencies need to break down and work together." He thinks it was a disgrace that the City Council did not put money into more staff at the beginning. He said he will invest more money in the next fiscal year: "If we don't invest now, we will pay later...we will pay at much greater amounts."

Brian Maienschien: He personally thanked the clients who inspire the city to keep moving forward with the center. He said the staff issue "needs to be worked out."

Margaret Jacobo: She looks forward to combating challenges that come from the Supreme Court and lower courts. She and her team "will continue to make misdemeanors count because they are ninety percent of domestic violence cases."

Tracy Jarman: The Fire-Rescue Department will support the San Diego Family Justice Center. She has experienced incidents when the authorities did not have a place to send the victims. She is grateful the center exists and she now can offer them help.

William Lansdowne: He watched the audience tear up after hearing Lakesha's story: "Even though we hear this stuff every day, this shows how compassionate we are and that we are not desensitized to it." He also said, "We'll find a way to make it work and we'll find a way to get you space and get you some extra people."



FJC Accomplishments to Date and Wish List

These are some of the FJC's key accomplishments thus far this year, along with a list of needs and wishes for the rest of the year:

Optimizing Service Delivery

Accomplishments

- Monthly brown bag trainings
- Feedback from clients who formed VOICES
- A clinical committee that addresses all issues (i.e., mental health) when clients come in
- A protocol for suicidal clients
- Comprehensive follow-up with clients (when safe)
- Cell phones donated by Verizon to improve client safety
- Consistent review of intake process to ensure forms are in compliance; forms made easier and more efficient
- Educational videos for clients going to court to understand process and rights
- Resident rotations at the Forensic Medical Unit
- Dr. McClane now an expert witness for court and an expert on call for the San Diego Police Department and other agencies
- Compliance with medical mandated reporting requirements (recording on minidisks)
- Government-sponsored free vaccination program for children, clients, and staff
- Victim Compensation Program (direct billing of medical services for medical services other than preliminary forensic exams)

Wish List

- Better compliance with ADA
- Funding for interpreters through AT&T
- Transportation by RSVP
- Phone cards
- Pediatric residents for the Forensic Medical Unit
- Ability to offer medical exams at shelters
- Finalized protocol for the Victim Compensation Program

Maximizing Community Involvement and Support

Accomplishments

- Increased community engagement
- Increased attention of newsletter, with more than 800 subscribers worldwide
- Special events throughout the year
- Creation of Speaker's Bureau
- Victim-friendly website

Shared and Sustained Funding

Accomplishments

- Funding shared with San Diego Family Justice Center Foundation
- Increased grant writing
- Federal funds received for Camp Hope, Forensic Medical Unit, and partners
- Community mobilization to support Camp Hope and the San Diego Family Justice Center
- Creation of Operation for Hope Auxiliary
- Campaigns making San Diego Family Justice Center a household name (e.g., Trevor Hoffman poster campaign and special events)
- Expansion of Camp Hope without an environmental impact report

Wish List

- Endowment

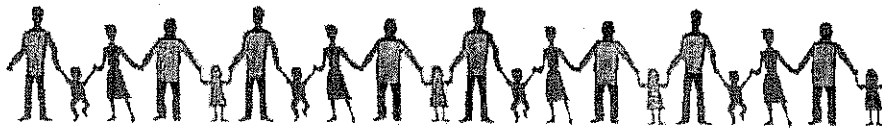
Stabilizing and Enhancing Infrastructure

Accomplishments

- Monthly orientations

Wish List

- Video cameras in all intake rooms
- Advanced safety tools and standards
- More space



Brainstorming, Recommendations, and Defining Priorities

After lunch, participants met to discuss priorities and make recommendations for future directions:

Focus Question: Given what you heard today, what recommendations do you have for future directions for the San Diego Family Justice Center?

Service Delivery	Logistics	Health Care	Outreach
Expand services to include job training, financial counseling, career training, and substance abuse treatment Develop court- and mediation- accompaniment program Develop educational program (convert VHS to DVD) and add viewing room Partner with county's child support unit Add more therapists and immigration counselors Create a child sexual exploitation team Offer long-term housing	Hire more staff Apply for emergency funds so we can provide direct financial aid to clients. Apply for more grants	Make use of mobile medical unit that will provide services in addition to the Forensic Medical Unit Offer more mental health services	Create more PSAs and publicity

Priority Setting:

Next, meeting attendees voted on which of the above-listed items they would most like to see at the San Diego Family Justice Center. Below, the items are prioritized (the number in parentheses is the number of votes each item received).

- Financial counseling for clients (12)
- Partnership with county child support (9)
- Provide career counseling (8)
- Provide substance abuse treatment (7)
- Develop On-site housing (5)
- Provide Mental health services (3)
- Court-accompaniment program (3)
- Immigration counselors (3)
- Educational program (2)
- Additional staff (34)
- PSAs and publicity (7)
- Child Sexual Exploitation Team (5)
- Partnering with others in the medical community (2)

Wrap Up and Next Steps

What reoccurring themes did you hear during today's meeting?

- Dramatic increase in clients and staff shortages
- Need for village-designed facilities
- Reemphasis on victims

What did you hear today that excited you?

- Expanding services
- Elder abuse program
- More Family Justice Center locations in the county
- Willingness to start a safety plan to address financial abuse
- Commitment from the police chief on staffing and space

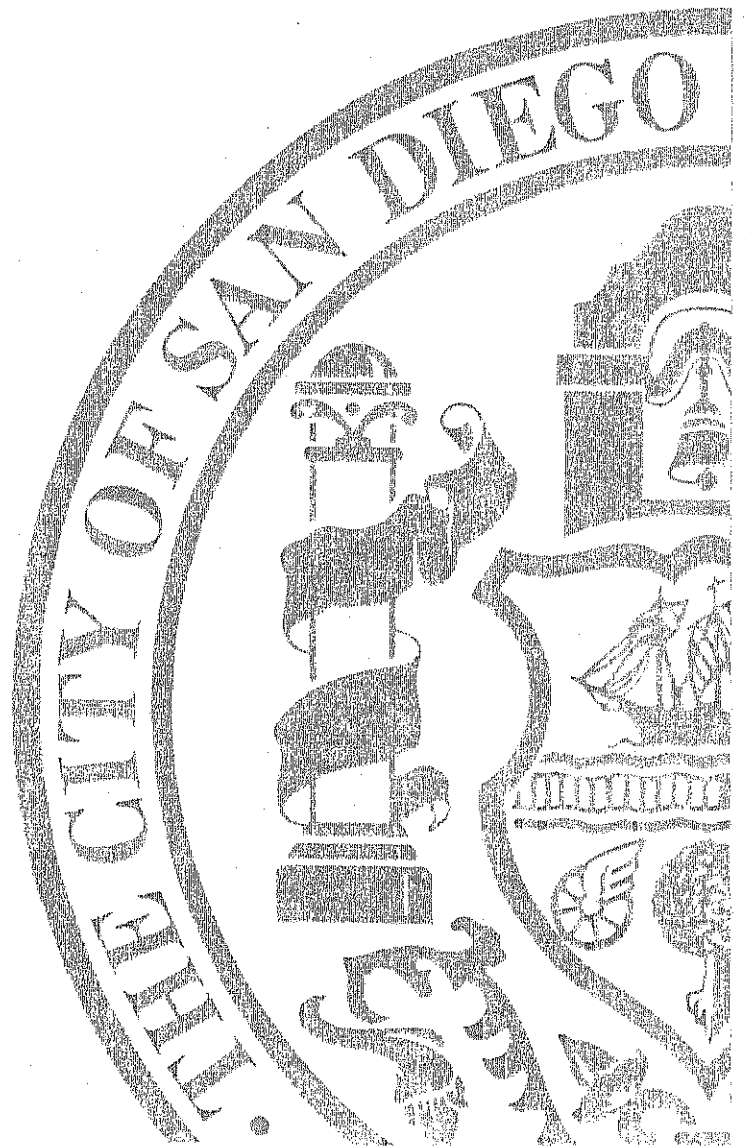
What should our next steps be?

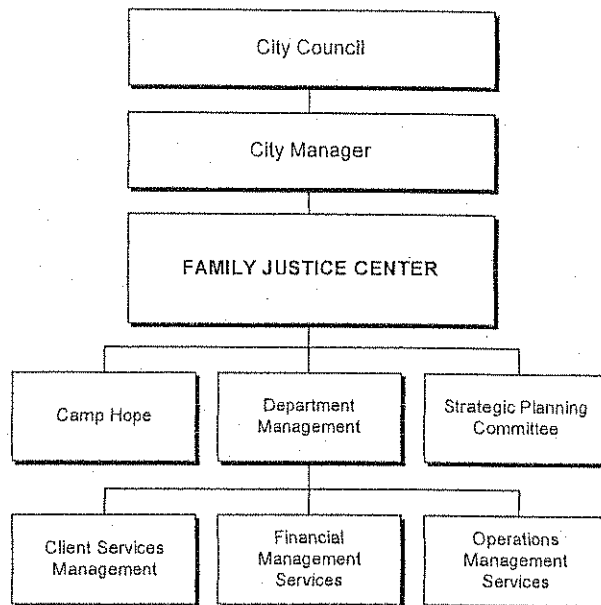
While all of these recommendations are excellent, we need to devise a strategy to fund each of them.



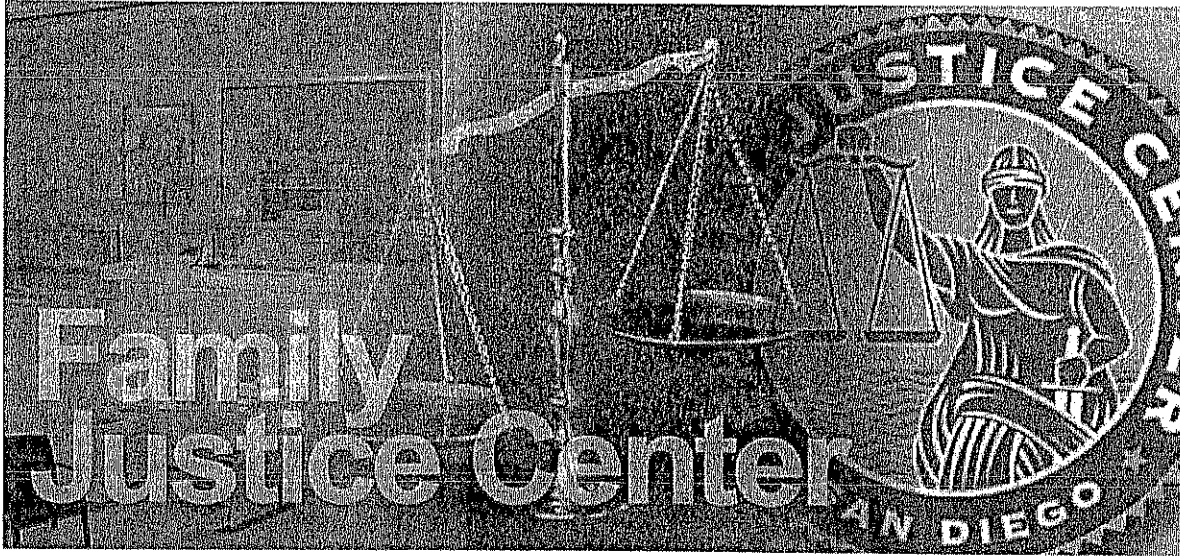
Exhibit 26

FAMILY JUSTICE CENTER





Family Justice Center



Mission Statement

To stop family violence, make victims safer, hold batterers accountable, and provide long-term support for victims and children through collaboration and coordinated services.

Department Description

The Family Justice Center was established in October 2002 under the Office of the City Attorney, and will become a separate department in Fiscal Year 2006. The Office of the Family Justice Center (OFJC) is one of the most comprehensive "one stop shop" facilities in the nation for victims of domestic violence. The OFJC addresses its mission statement by providing victims of domestic violence with the following on-site services: victims can talk to an advocate, get a restraining order, plan for their safety, talk to a police officer, consult with a prosecutor, receive medical assistance, counsel with a chaplain, and get help with transportation to a safe location. Additionally, children can receive comprehensive advocacy services, and women can obtain nutrition or pregnancy services counseling. Twenty-five agencies are now working together under one roof at the OFJC. This includes working with off-site community partners, on-site partners, an on-site Forensic Medical Unit, the San Diego Police Department (SDPD) Domestic Violence Unit and Volunteer Program, the Office of the City Attorney Child Abuse and Domestic Violence Unit, government agencies, private groups, and individuals to end domestic violence and improve the quality of life for families.

Division/Major Program Description

Client Services Management

Client Services Management (CSM) is responsible for providing overall management and program development for client services at the OFJC. This section oversees individual client assessments, crisis counseling, suicide evaluation, service delivery, risk assessment, safety planning, crisis training, and problem solving in emergency situations. CMS is responsible for implementing and overseeing the Paralegal Program, Medical Residency Program, Clinical Internship Program, and Client Services Program at the OFJC.

Family Justice Center

Division/Major Program Description

Client Services Management (continued)

This section supervises 15 bachelor-level student interns, four Master's and PhD level clinical psychology or social worker interns, 12 medical residents, and ten legal advocates. CMS oversees the services provided for victims by the on-site partner agencies, and staff. This section provides expert witness services for criminal domestic violence cases that go to jury trial. To date, CMS has testified for 57 jury trials. CMS is responsible for keeping current with the most recent domestic violence trends, practices, statistics and information with the ability to convey this information in a court setting upon demand. CMS is responsible for participating in several community committees and providing client services direction to the OFJC. CMS develops performance standards, and implements the rewards and recognition program. In addition, this Section is responsible for creating diplomacy and team building between multiple competing agencies, partners, and interns.

Department Management

Department Management establishes policies for the administration, direction and control of the OFJC and its domestic violence programs. Department Management focuses on building relationships and alliances with a host of nonprofit and private agencies to implement needed domestic violence programs and sustain outside funding sources. With the rapidly expanding scope and stature of the OFJC on a local, State, national and international level, Department Management is involved with the President's Family Justice Center Initiative in providing guidance to 15 states opening Family Justice Centers modeled after the OFJC San Diego. Department Management is responsible for ongoing planning and development of the Family Justice Center Camp Hope. Camp Hope is the first dedicated camping facility of its kind in America for victims of child abuse and family violence. The Camp is located at Lake Sutherland, a City-owned reservoir, which is a public private partnership between the City of San Diego and the FJC Foundation. The OFJC and the Water Department are the lead departments overseeing Camp Hope. Department Management has worked with the FJC Foundation to raise more than \$4 million for the operation and development of Camp Hope in the last year and a half. Additionally, Department Management is responsible for the ongoing evaluation and strategic planning of the OFJC and its programs. This entails ensuring the facilitation of ongoing planning, accessing short term and long term goals for domestic violence programs and the department, implementing focus groups for specific challenges, and maintaining evaluations.

Family Justice Center

Division/Major Program Description

Financial Management Services

Financial Management Services (FMS) prepares and oversees the OFJC department budget, internal operating budget, the office space budget, construction budgets, and grant budgets. FMS provides fiscal management, administrative organization, development of the OFJC Grants Program, and personnel services, and tracks all donations, implements cost controls, responsible for leases and contracts, and oversees expansion projects. FMS is the liaison for various OFJC committees. In addition, this section provides information technology support to the OFJC and 25 on-site partners. FMS provides support for the site acquisition, planning and construction in implementing Phase Two for the OFJC permanent home for 2007-2008, and Camp Hope development. FMS is responsible for collaborating with the San Diego FJC Foundation to enhance the financial needs of Camp Hope and the Family Justice Center.

Operations Management Services

Operations Management Services (OMS) is responsible for the day-to-day operations and functionality of the OFJC. OMS acts as the liaison to the Office of the City Attorney, the District Attorney's office, San Diego Police Department (SDPD), other governmental agencies, and community leaders. OMS is funded out of the SDPD Domestic Violence Unit and is a core section of the OFJC. OMS develops policies and procedures related to the Family Justice Center operations. This section develops domestic violence client protocols and guidelines for staff and the on-site partners. OMS interfaces with counselor groups and maintains support systems to include client and family programs. OMS was responsible for developing and implementing the Family Justice Center Volunteer Program that currently consists of 60 volunteers, including the chaplain volunteers. The Family Justice Center volunteers, under the direction of OMS, provide a vast array of services to the OFJC and its on-site partners. OMS is responsible for designing the Volunteer Academy that involves a comprehensive training required for all volunteers. In addition, OMS is responsible for the OFJC security needs, the domestic violence client intake system, communications system receiving victim calls, and background investigations. OMS is responsible for providing orientation and ongoing training for staff and the on-site partners.

Service Efforts and Accomplishments

OFJC survey results received high ratings from victims/clients. Clients reported they felt safe upon arrival, and services were provided quickly in an efficient manner. Survey results showed that staff was caring, comforting, and professional. The clients were particularly excited to have numerous services at one location rather than having to visit an estimated 32 locations. Prior to the opening of the OFJC, multiple visits at different locations was the expectation for victims seeking help.

Family Justice Center

Service Efforts and Accomplishments

The OFJC has raised \$154,300 in donations through domestic violence events and individual donations, and obtained \$1,605,000 in grants funds through its Grants Program. The following were also accomplished:

- Received the Leadership Award from Child Help USA
- Featured in the San Diego Magazine - September 2004
- Received the Howland Gold Medal Award for municipal enrichment from the National League of Cities - December 2004
- Received the National Awards Program for Adult Community Category from the Freedoms Foundation at Valley Forge in 2004
- Received the Advancing the Status of Women Award in 2004 from Soroptomist International
- Department of Justice awarded the OFJC \$300,000 and hailed the FJC as setting the standard for the nation
- Selected as a finalist in the Channel 10 Leadership Award Dinner
- Received the Peacemaker's Award from the Mediation Center
- Mayor Dick Murphy received the Outstanding Achievement Award at the U.S. conference of Mayors in Denver for the Family Justice Center
- Recognized by the League of Cities
- Received the local Leadership Award from Soroptomist International in 2003

OFJC became the model for the nation with the creation of the President's Family Justice Center Initiative (PFJCI). In July 2004, the U.S. Department of Justice dedicated \$20 million to launch the PFJCI and selected 15 communities throughout the U.S. to model San Diego's OFJC. The kick-off conference for the PFJCI was held in San Diego. The 4-day conference provided training and guidance to the 15 chosen communities.

Given the tremendous success and growth of the Family Justice Center, the OFJC expanded its office space at 707 Broadway onto the second floor October 2004. The expansion floor includes a children's play room, a family room for victims, an expanded Forensic Medical Unit, and the addition of Children's Hospital social service staff being onsite to provide ongoing counseling.

Due to a recent expansion, the OFJC was able to add a Chaplain's Program that provides spiritual help to victims and numerous volunteer hours to assist the OFJC programs. In addition, the OFJC completed the implementation of its Volunteer Program that currently consists of 60 volunteers, including the chaplain volunteers, all of whom are required to graduate from a comprehensive Volunteer Training Academy taught by the OFJC staff. Within two years, the OFJC has completed 11 volunteer training academies.

Future Outlook

There are two phases envisioned for the OFJC. Phase One has been accomplished by the Family Justice Center occupying four floors at 707 Broadway that houses more than 120 domestic violence professionals including 25 on-site partners providing vital daily services to victims. Phase Two envisions identifying a new permanent OFJC site, preferably City-owned that will be large enough to bring all the necessary professionals and services connected with the handling of child abuse, domestic violence, elder abuse, sexual abuse cases, on-site courts, adequate parking, and temporary safe housing situated in close proximity. A Planning Committee has been formulated to follow through with Phase Two. Currently, the goal is to renovate or rebuild the existing Downtown Main Library once the new Main Library is built. This site will create a permanent "one stop shop" Family Justice Center in San Diego to bridge existing service gaps and relieve the OFJC of paying ongoing rent costs and high parking rates. Providing victims with immediate access to services and resources makes the entire process of reporting a domestic violence incident much less overwhelming for victims and children involved. The permanent OFJC home will not only help victims, but it will dramatically improve the quality of police investigations, and ultimately increase convictions of domestic violence perpetrators. Increasing conviction rates will also increase the number of perpetrators who will complete a mandatory 52-week Domestic Violence Rehabilitation Program. The combination of extensive counseling for perpetrators in conjunction with the empowerment and education of victims and children will work in a synergistic fashion to reduce the rates of child abuse and domestic violence recidivism in San Diego. Additionally, the San Diego FJC Foundation was established to be the funding arm for Camp Hope. The FJC Foundation will also be launching a capital campaign for the OFJC permanent site, Phase Two.

Family Justice Center

Future Outlook

The future sustainability for the OFJC and its domestic violence programs will entail broadening the grants program at the local, State, and federal levels. Additionally, the OFJC will be working to increase its donation base from community leaders, businesses and corporations through fundraising events, the development of educational materials made available to the public, a monthly newsletter, and additional community awareness events. The OFJC is in the process of increasing its collaborations with additional off-site partners to broaden public awareness and obtain additional grant funds by being the lead agency for the smaller nonprofits providing social services.

Budget Dollars at Work

87 Clients served and received 650 phone calls for assistance during first month of operation

600 Clients and 3,000 phone calls for assistance per month

\$223,000 Savings to the City for donated hours from OFJC Volunteer Program and Chaplain Program

22,000+ SDPD domestic violence reports taken

25,000 Calls for assistance received by the OFJC

8,500 Site visitors from around the world

10,000+ Clients served since October 2002

Domestic violence homicides are down to six for calendar year 2004. There were eight in 2003, nine in 2002 and 30 in 1985.

200+ Children served at the FJC Camp Hope

Family Justice Center				
	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 PROPOSED	FY 2005-2006 CHANGE
Positions	0.00	0.00	5.00	5.00
Personnel Expense	\$ -	\$ -	\$ 500,054	\$ 500,054
Non-Personnel Expense	\$ -	\$ -	\$ 56,910	\$ 56,910
TOTAL	\$ -	\$ -	\$ 556,964	\$ 556,964

Department Staffing

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 PROPOSED
GENERAL FUND			
Family Justice Center			
Client Svcs Mgmt	0.00	0.00	5.00
Total	0.00	0.00	5.00

Department Expenditures

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 PROPOSED
GENERAL FUND			
Family Justice Center			
Client Svcs Mgmt	\$ -	\$ -	\$ 556,964
Total	\$ -	\$ -	\$ 556,964

Family Justice Center

Significant Budget Adjustments

GENERAL FUND

Family Justice Center	Positions	Cost
Transfer of Positions from Office of the City Attorney	4.00 \$	446,081
Transfer of 1.00 Deputy City Attorney (reclassified to Department Director), 1.00 Associate Management Analyst, 1.00 Assistant Management Analyst, and 1.00 Legal Secretary (reclassified to Executive Secretary).		
Support for Information Technology	0.00 \$	56,910
Funding is allocated according to a zero based annual review of information technology funding requirements and priority analyses.		
Position Addition for Family Justice Center	1.00 \$	53,973
Addition of 1.00 Clerical Assistant II to the Family Justice Center from the San Diego Police Department.		

Expenditures by Category

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 PROPOSED
PERSONNEL			
Salaries & Wages	\$ - \$	- \$	340,673
Fringe Benefits	\$ - \$	- \$	159,381
SUBTOTAL PERSONNEL	\$ - \$	- \$	500,054
NON-PERSONNEL			
Supplies & Services	\$ - \$	- \$	4,033
Information Technology	\$ - \$	- \$	38,901
Energy/Utilities	\$ - \$	- \$	13,976
SUBTOTAL NON-PERSONNEL	\$ - \$	- \$	56,910
TOTAL	\$ - \$	- \$	556,964

Family Justice Center

Salary Schedule

GENERAL FUND Family Justice Center

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>	<i>Salary</i>		<i>Total</i>
1132	Asst Management Analyst	0.00	1.00	\$	51,280	\$ 51,280
1218	Assoc Management Analyst	0.00	1.00	\$	61,400	\$ 61,400
1535	Clerical Assistant II	0.00	1.00	\$	33,827	\$ 33,827
1876	Executive Secretary	0.00	1.00	\$	50,406	\$ 50,406
2132	Department Director	0.00	1.00	\$	143,760	\$ 143,760
Total		0.00	5.00		\$	340,673
FAMILY JUSTICE CENTER TOTAL		0.00	5.00		\$	340,673

Family Justice Center - Family Justice Center - General Fund



The Family Justice Center was established in October 2002. The Family Justice Center provides victims of domestic violence with the following on-site services: victims can talk to an advocate, get a restraining order, plan for their safety, talk to a police officer, consult with a prosecutor, receive medical assistance, counsel with a chaplain, and get help with transportation to a safe location.

Family Justice Center - Family Justice Center

	FTE	TOTAL COST	REVENUE
Fiscal Year 2006	5.00	\$ 556,964	\$ 0
Budget Adjustments	0.00	\$ 60,122	\$ 0
Supplementals	0.00	\$ 0	\$ 0
Priorities	0.00	\$ 54,336	\$ 0
Transparencies	0.00	\$ 0	\$ 0
Fiscal Year 2007			
Unrestructured	5.00	\$ 671,422	\$ 0
Difference	0.00	\$ 114,458	\$ 0
Restructuring	0.00	\$ 0	\$ 0
Vacancy Savings	0.00	\$ 0	\$ 0
Proposed Budget			
Fiscal Year 2007	5.00	\$ 671,422	\$ 0

Department Summary

	FY 2006	FY 2007	CHANGE
Personnel	\$ 340,673	\$ 343,627	\$ 2,954
Fringe	\$ 159,381	\$ 163,104	\$ 3,723
Supplies and Services	\$ 4,033	\$ 54,933	\$ 50,900
Data Processing/Data Entry	\$ 38,901	\$ 76,002	\$ 37,101
Energy	\$ 13,976	\$ 33,756	\$ 19,780
Outlay	\$ 0	\$ 0	\$ 0
TOTAL	\$ 556,964	\$ 671,422	\$ 114,458

